

EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)

for

**NEW MEXICO STATE UNIVERSITY
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01/01/2021-12/31/2021

PART I: AAP FOR MINORITIES AND WOMEN

**PART II: AAP FOR PROTECTED VETERANS
AND INDIVIDUALS WITH DISABILITIES**

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NEW MEXICO STATE UNIVESRITY AAP

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INTRODUCTION TO PARTS I AND II

BACKGROUND

NMSU is the state's land-grant university, serving the educational needs of New Mexico's diverse population through comprehensive programs of education, research, extension education, and public service. NMSU was founded in 1888 as Las Cruces College. The Territorial Legislature of 1889 established the land-grant Agricultural College and Experiment Station, which officially opened on January 21, 1890. During its first full academic year, the college became known as the New Mexico College of Agriculture and Mechanic Arts, the first degree granting institution in the Territory. Under the provisions of the Morrill Act of 1862 and subsequent federal legislation, the special mission of land-grant institutions has been to provide a liberal and practical education for students and to sustain programs of research, extension education, and public service.

In 1960, New Mexico College of Agriculture and Mechanic Arts became New Mexico State University. As a thriving center of higher education, deeply rooted in the southwestern tradition, its role as a research university is recognized throughout the state. NMSU offers a wide variety of programs through the Graduate School and the colleges: Agricultural, Consumer and Environmental Sciences, Arts and Sciences, Business, Education, Engineering, Health and Social Services, and Honors College. The 27 doctoral are limited primarily to agriculture, education, engineering, and the sciences; the specialist in education degree is offered in 4 study areas; there are 56 master's degree programs and 89 baccalaureate degree programs. At its four community colleges, Alamogordo, Carlsbad, Dona Ana and Grants, NMSU offers academic, vocational/technical, and continuing education programs. In accordance with its land-grant mission, NMSU provides informal, off-campus educational opportunities through the Cooperative Extension Service and 4-H programs. Additionally, a statewide network of 12 research facilities, including the Agricultural Experiment Station, conduct basic and applied research to develop support for agricultural endeavors throughout New Mexico, natural resources management, and improvements to our environment and overall quality of life.

Responsibility for the University resides in an autonomous Board of Regents appointed by the Governor of the State and confirmed by the State Senate. The Regents delegate authority for the internal management of the NMSU system to the Chancellor. The Chancellor hires a President to oversee the main campus located in Las Cruces, New Mexico. Additionally, each of the four branch campuses has a campus President appointed by the Chancellor. The faculty elects a Faculty Senate which has legislative jurisdiction over policies affecting the academic mission of the University. Employees have representation through the Employee Council, an elected body serving certain exempt and non-exempt employees. Additionally, certain employee groups are represented through collective bargaining with AFSCME and NMSU.

NMSU is a federal government supply and service contractor subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974, Section 4212. Because NMSU has \$50,000 or more in annual contracts with the federal government and employs 50 or more employees, we are required to prepare an annual written Affirmative Action Plan (AAP) for minorities and women, covered veterans, and persons with disabilities. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance Programs (OFCCP), can result in the University being barred from future contracts and subcontracts with the federal government. Further, the University has made employee diversity a priority as part of the Leads 2025 Strategic plan.

Affirmative Action is a term that encompasses measures adopted by an employer to correct for past or present discrimination in hiring or hiring practices, or to prevent discrimination from recurring in the future. Affirmative Action is designed to ensure that all applicants have equal opportunity to be considered for a position for which they are qualified, and hired for that position if they are the most qualified applicant. Affirmative Action goes beyond the simple termination of a discriminatory practice.

As stipulated in federal regulations, a prerequisite to the development of a satisfactory Affirmative Action Plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where a statistical analysis of the employee workforce reveals a numeric disparity between incumbency and availability of minorities or women, an adequate AAP details specific affirmative action steps to guarantee equal employment opportunity. These steps are keyed to the problems and needs of protected group members. For minorities and women, such steps include the development of hiring and promotion goals to rectify the disparity between incumbency and availability.

Crimson Pride

NMSU's motto is "Be Bold Shape the Future". New Mexico has been designated as an Hispanic-Serving Institution as determined by the U.S. Department of Education. NMSU is New Mexico's land-grant institution. NMSU is a comprehensive research institution dedicated to teaching, research, public service and outreach. NMSU serves a multi-cultural population of students and community members across the state through the Las Cruces Main Campus, four branch campuses, a satellite learning center in Albuquerque, cooperative extension offices located in each of New Mexico's 33 counties and 12 agriculture research and science centers. NMSU's online, distance education programs give students maximum flexibility and assist NMSU in serving our large population of active duty military and armed forces veterans.

NMSU's Honor College, the first one established in New Mexico, offers qualified undergraduates the opportunity to enrich their academic program through rigorous classes taught by master teachers. NMSU is truly a reflection of the region's vibrant culture and communities - an exciting place to tackle challenges, find answers to important issues and prepare for the future. For generations, our researchers have made important discoveries in agriculture, engineering and science. NMSU's Cooperative Extension Service discovers ways to help the state's residents meet the everyday challenges facing them. Whether in the classroom, a laboratory or out in the community performing public service, we take pride in the accomplishments of NMSU's students, faculty and staff.

NMSU is classified as a Hispanic-serving institution by the U.S. Department of Education and is a member of the Hispanic Association of Colleges and Universities. Our student population on the Las Cruces campus is 55.5 percent Hispanic; other minorities that make up the student body include American Indians, Asians-Americans and African-Americans. NMSU has a history of supporting minorities in reaching their academic goals. NMSU admitted an African-American woman in 1928, well ahead of most other institutions of higher education. Clara Belle Williams Hall is named for this pioneer in New Mexico. All NMSU students benefit from the support services offered at NMSU, which include the American Indian Program, Black Student Programs, Chicano Programs, LGBTQ+, Veteran's and Military Programs and Disability Access Services.

Excellence in Teaching

NMSU's dedicated professors provide the resources students need to achieve their best and meet their academic and personal goals. Inside and outside of the classroom, NMSU's professors actively engage with undergraduate and graduate students, offering individual attention in a learning-centered environment. The Teaching Academy is just one of the many resources that keep NMSU professors at the top of their game.

NMSU has a long-standing commitment to meeting the contemporary needs of our students. Among institutions of higher education in New Mexico, NMSU alone offers:

- aerospace, industrial and surveying engineering
- engineering physics
- engineering technology
- information and communication technology
- professional golf management

In response to industry demand, the College of Engineering developed a bachelor's degree in Information Engineering Technology, preparing graduates for careers in information security, eCommerce, data mining and networking.

Leadership in Research

NMSU has established interdisciplinary research clusters that build on institutional strengths and respond to local, regional, and national needs in areas such as natural resource sustainability, information sciences and security, space and aerospace programs, biosciences, and border-related programs (such as health, education, and economic development).

New Mexico State University's research and service activities strive to serve all citizens of our state, region and beyond by addressing critical needs to improve lives. Ranked by the Carnegie Foundation as R2: Doctoral Universities – Higher. NMSU's research expenditures amounted to \$110,118,461 in fiscal year 2016. In addition, according to the most recently available statistics from the National Science Foundation, NMSU ranks eighth in research expenditures among high Hispanic Enrollment Institutions.

NMSU's Physical Science Laboratory (PSL), working with the U.S. Army Research Laboratory, developed a signal-jamming apparatus that keeps improvised explosive devices from detonating. Working with the Federal Aviation Authority, PSL has established unmanned aerial vehicles (UAV) flight test center facility. PSL has also helped NASA's balloon program break records in achieving height and flight duration. PSL is working continuously to develop ongoing contracts and partnerships.

NMSU's Cooperative Extension Service (CES) and Agricultural Experiment Station have been cited as exceeding expectations in research and public service by the New Mexico Commission on Higher Education. NMSU's CES seeks to improve the lives of New Mexicans, the nation, and the world through research, teaching, and extension. NMSU's CES is central to carrying out our land-grant mission of delivering research-based information and practices to the diverse population of New Mexico. CES provides the people of New Mexico with practical, sound science and programs to improve their quality of life. CES works with business people, growers, livestock producers,

foresters, youth and community leaders to discover and address the most challenging issues of the day.

With direction from local advisory boards, CES faculty collaborate with scientists at NMSU, ensuring that research is focused on the real issues important to residents. Results from that research enhances the lives and livelihoods of community members through Extension programs. Program areas include economic development, energy and water, farm and ranch, health and family well-being, exercise and nutrition, yard and garden, 4-H, and youth development and education.

NMSU is the lead institution for the [New Mexico Space Grant Consortium](#) (NMSGC). NMSGC is a member of the congressionally funded National Space Grant College and Fellowship Program, administered by NASA and charged with establishing and maintaining a national network of universities and encouraging cooperative programs among universities, the aerospace industry, and local, state and federal governments.

NMSU is one of only two universities in the nation to reach the platinum (highest) level of service to NASA's Space Alliance Technology Outreach Program, which makes the expertise of corporate and university researchers available to small businesses.

The Arrowhead Center assists entrepreneurs by identifying markets, verifying new technologies, writing business plans and locating financing.

The College of Engineering's Consortium for Environmental Education and Technology Development is helping communities remove arsenic from drinking water.

The College of Education's Gadsden Math Initiative, funded by the National Science Foundation, is helping students in elementary and middle schools understand and build math concepts, thereby raising test scores.

APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS

NMSU's AAP for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

NMSU has developed separately an affirmative action plan for protected veterans and individuals with disabilities (Part II) prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Individuals with Disabilities), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-300 (Affirmative Action Program for protected veterans).

The Jobs for Veterans Act (JFVA), Public Law 107-288, effective December 1, 2003, increased the threshold for coverage under 38 U.S.C. §4212 from \$25,000 to \$100,000; grants VEVRAA protection to those veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (62 Fed. Reg. 1209); changes the definition of "recently separated veteran" to include "any veteran during the three-year period beginning on the date of such veteran's discharge

or release from active duty”; changes “Special Disabled Veterans” to “Disabled Veterans,” expanding the coverage to conform to 38 U.S.C. § 4211 (3); and, following publication of the final regulations, requires contractors to post job listings with their local employment service delivery system.

PROTECTED GROUPS

Coverage under affirmative action laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups: Blacks/African Americans, Hispanics/Latinos, Asians/Pacific Islanders, and American Indians/Alaskan Natives.

Any veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or who was discharged or released from active duty because of a service-connected disability.

Recently separated veterans: any veteran currently within three-years of discharge or release from active duty.

Veterans who served on active duty in the U.S. military during a war or campaign or expedition for which a campaign badge is awarded.

Veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

An individual with a disability: 1) a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such impairment, or (3) is regarded as having such an impairment.

PROGRAM TERMINOLOGY

The terms, "comparison of incumbency to availability," "deficiency," and "problem area," appearing in this AAP are terms NMSU is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although NMSU will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the University agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate NMSU's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this AAP. Such statistics and geographic areas will be used, however, in total good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that NMSU believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e)(2).

This AAP is not intended to create any contractual or other rights in any person or entity.

RELIANCE ON EEOC'S GUIDELINES

Although NMSU does not believe any violation of Title VII of the Civil Rights Act exists within our policies and procedures, nor the implementation thereof, it has developed this AAP in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

REPORTING PERIOD

This AAP contains information that cover the following dates and reporting period:

- Employee/Snapshot data: as of 12/31/2020
- Transaction data (hires, promotions/transfers, and terminations): 01/01/2020 – 12/31/2020
- AAP implementation period: 01/01/2021 – 12/31/2021

FUNDAMENTAL POLICY OF NMSU

This statement sets forth the commitment of NMSU to nondiscriminatory hiring and personnel procedures and the steps by which that commitment is being implemented.

United States law holds that "...no person in the United States, on the ground of race, color, or national origin, shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." (*Sec. 601, Title VI, P.L. 88-352, Civil Rights Act of 1964.*)

Pursuant to this legislation, Executive Order 11246, dated September 24, 1964, required that a contractor with the government agree, "...not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin" and "...take *affirmative action* to ensure that applicants who are employed...are treated during employment without regard to their race, color, religion, sex, or national origin." (*emphasis added*)

The NM Human Rights Act prohibits discrimination in all employment areas on the basis of race, age, religion, color, ancestry, sex, physical or mental handicap. Sexual discrimination includes sexual harassment (*defined in NMSU's Non-Discrimination Policy Statement found at ARP 3.25*), pregnancy, childbirth or other related medical conditions, and marital status. The act also prohibits employers from engaging in any form of threats, reprisal or discrimination against any person who has opposed any unlawful discriminatory practice or has filed a complaint, testified or participated in any proceeding under the Human Rights Act. (*2006 NMSA 28-1-7*)

Adherence to these principles was promulgated on May 10, 1965, and reaffirmed on January 6, 1971, by two NMSU presidents. The NMSU Board of Regents, during its March 19-20, 1971, meeting, passed the following resolution:

"MOTION was made and seconded to reaffirm the Board's position on equal employment opportunity in the following resolution:

WHEREAS, the Board of Regents on New Mexico State University on April 16, 1965, established a policy of Equal Employment Opportunity, and,

WHEREAS the membership of the Board of Regents of New Mexico State University has since changed,

THEREFORE, be it resolved that the Board of Regents of New Mexico State University hereby reaffirms its pledge to provide equal employment opportunities in all areas of employment practice without regard to age, race, color, creed, sex, or national origin, except where sex is bona fide occupational qualification:

THIS PLEDGE extends to recruiting, hiring, promotion, and other personnel actions such as compensation, benefits, transfers, layoffs and return from layoffs, University sponsored training, education, tuition assistance, and social and recreation programs.

MOTION CARRIED

The NMSU Board of Regents again reaffirmed its support of equal employment opportunity and affirmative action on September 13, 1985:

"MOTION was made and seconded to reaffirm the Board's position on equal employment opportunity and affirmative action in the following resolution:

WHEREAS, the Board of Regents on New Mexico State University on April 16, 1965, established a policy of Equal Employment Opportunity, and;

WHEREAS, the current membership of the Board of Regents is dedicated to continuing and reinforcing the university's Equal Employment Opportunity program, and to provide an atmosphere where employees may properly conduct their duties;

THEREFORE, be it resolved that the Board of Regents of New Mexico State University hereby reaffirms its pledge to provide equal employment opportunities in all areas of employment practices without regard to age, race, color, national origin, sex, handicap or veteran status;

BE IT FURTHER RESOLVED that the Board of Regents of New Mexico State University also wishes to affirm and support the administration's policy on providing an atmosphere free of sexual harassment for all faculty, staff and students."

MOTION CARRIED

It is asserted again here with our plan of affirmative action to bring these principles into full effect.

The motivation to achieve a staff integrating the contributions of both sexes and a variety of racial and ethnic strands arises from the very essence of the university. The Mission of the NMSU Board of Regents states, “NMSU is the state’s land-grant university, serving the educational needs of New Mexico’s diverse population through comprehensive programs of education, research, extension education, and public service.”

NMSU Regent’s Manual states,

Equitable treatment in employment and academic opportunities for faculty, staff and students encourages diversity and is recognized as a source of human excellence, cultural enrichment and social strength. Accordingly, New Mexico State University (NMSU) aspires to develop and support an inclusive university community. NMSU will provide equal opportunities in areas of employment, admission, academics, and access to programs and facilities, without regard to age, ancestry, color, disability, gender identity, genetic information, national origin, pregnancy, race, religion, serious medical condition, sex, sexual orientation, spousal affiliation or protected veteran status, as set forth in federal and state anti-discrimination statutes. NMSU prohibits all forms of illegal discrimination, including harassment, sexual misconduct, interpersonal violence, and retaliation; such conduct interferes with the achievement of NMSU’s educational mission.” (*NMSU RPM 3.25*)

NMSU has a moral, legal and philosophical commitment to the principle of equal employment opportunity. The essence of that principle is the elimination of employment discrimination on the basis of race, age, color, sex, ancestry, religion, or national origin and to protect employees or applicants from retaliation for reporting or participating in an investigation of discrimination conduct.

Elimination of any existing discriminatory practices and conditions, whether purposeful, negligent or accidental, is the university’s goal. *Affirmative action* must be taken to overcome the effects of historical forms of exclusion and discrimination. Positive recruiting efforts will be made to assure the entry and growth of minorities and women into the workforce. Specific problem areas will receive special attention, and lack of progress in given areas will receive serious evaluation, and subsequent evaluation, by the administration.

Implementation will require the involvement, participation and support of all segments of the university. Positive good faith efforts will be expected of everyone, but particularly of supervisors who are responsible for recruiting, interviewing, hiring, setting pay and promoting employees. NMSU believes that equal employment opportunity is both the law, and the just and fair way to counteract past discrimination and unequal opportunity. Successful performance on affirmative action goals will provide positive benefits to the university through full utilization of qualified applicants across NMSU positions, development of all of our human resources and allow the make up of our student body to be reflected in our employees.

INTERNAL DISSEMINATION

NMSU publishes and distributes its EEO Policy to the administration, faculty and staff of NMSU annually. In addition, copies of the policy are posted in all departmental offices. Copies are available to the public, upon request, from the Office of Institutional Equity (OIE), and can be found on and printed from the OIE website found at equity.nmsu.edu. The EEO statement has been converted into three approved statements, for use on job postings. These approved statements are available at <https://hr.nmsu.edu/toolkits/reg-faculty/#posting>.

Updates regarding university's EEO program, processes and polices are communicated electronically.

EXTERNAL DISSEMINATION

NMSU has incorporated the equal employment opportunity clause in all position announcements, purchase orders, leases, contracts, etc., covered by Executive Order 11246, as amended, and its implementation regulations. That clause reads:

"New Mexico State University is an Equal Opportunity/Affirmative Action Employer; Minorities, Females, Veterans, and those with a Disability are encouraged to apply."

NMSU has sent written notification of the EEO Policy to all appropriate subcontractors, vendors, and suppliers, requesting appropriate action on their part. The Notice of Non-Discrimination, in English and Spanish, are found at <https://equity.nmsu.edu/notice-of-non-discrimination/#>.

STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to allow for all segments of NMSU's workforce to be recruited and hired in proportion to their representation in the qualified relevant labor market. The goal is to have equal utilization. The AAP, therefore, is a detailed, results-oriented set of procedures which, when carried out, are designed to result in full compliance with equal employment opportunity requirements.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, NMSU is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex. In addition, relevant court decisions, which are often useful in interpreting, but sometimes conflicting with these requirements and guidelines, must be taken into account when developing and implementing the AAP. Furthermore, in determining NMSU's current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must come into play.

The technical, legal, and mathematical aspects of the AAP, however, all have one common purpose—to allow us to properly identify three key concepts:

1. Where we stand now,
2. Where we must go,
3. How best to get there.

These three concepts are the *Affirmative Action Plan*.

NEW MEXICO STATE UNIVERSITY

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

FOR

1/01/2021-12/31/2021

PART I

AAP FOR MINORITIES AND WOMEN

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PART I: AAP FOR MINORITIES AND WOMEN

CHAPTER 1: ORGANIZATIONAL PROFILE

41 C.F.R. § 60-2.11

Workforce Analysis/Lines of Progression

NMSU conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from payroll records dated 12/31/2020.

Job titles are listed by organizational unit. Job titles are listed from lowest to highest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles.

For each job title, NMSU identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of employees who are White, Black, Hispanic, Asian, American Indian or Alaskan Native employees, Native Hawaiian or Pacific Islander, and Two or More races, and the male and female employees within each of these race/ethnic groups.

Lines of Progression

Developed in conjunction with the workforce analysis is information on NMSU's lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee can move to the top of a line. For each line of progression, applicable departments are identified. These are the departments which employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one department, while others are found throughout several departments.

The lines of progression provide useful information regarding patterns of vertical and horizontal movement throughout our workforce. These patterns will be evaluated to ascertain whether they provide to our employees the optimum career mobility and opportunities for advancement.

See the *Workforce Analysis/Lines of Progression* for the results per organizational unit.

CHAPTER 2: JOB GROUP ANALYSIS

41 C.F.R. § 60-2.12

Although the workforce analysis was conducted individually for every job title, after it was completed, job titles were grouped for the comparison of incumbency to availability and for setting goals. There were several reasons for grouping jobs.

Many job titles are so similar in content that handling them individually in the AAP is not necessary. Grouping together these very similar titles is appropriate for the comparison of incumbency to availability. For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical. Also, many job titles have so few incumbents in them that identifying disparities between incumbency and availability by job title is meaningless—as problem areas would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful comparison can be conducted; any identified problem areas are more likely to be in terms of whole people. Consequently, goals established to correct problem areas are also more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss "similar" or "related" jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Job groups must have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting. Ideally, if a job group is identified as containing a problem area, it should be large enough that a goal of a least one whole person can be established. No minimum size has been established for this purpose, however, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.

It may not be possible for a smaller contractor's job groups to meet the guideline of not crossing EEO categories. While there are usually two or more job groups within each EEO-1 or EEO-6 category, for smaller contractors some or all of their job groups may correspond to EEO categories.

NMSU did not combine job titles with different content, wages, or opportunities if doing so would have obscured problem areas (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).

CHAPTER 3: PLACEMENT OF INCUMBENTS IN JOB GROUPS
41 C.F.R. § 60-2.13

Each job group appears on a Job Group Report with a job group name and number. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of 12/31/2020.

See the *Job Group Analysis* for the listing of the job titles and the associated race and gender headcounts per job group.

CHAPTER 4: DETERMINING AVAILABILITY

41 C.F.R. § 60-2.14

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at NMSU for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if NMSU's employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify problem areas or areas of deficiency, and establish goals to correct the problems.

Steps in Comparison of Incumbency to Availability

Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2010 Census of Population.
 - A. Local labor area: An employee Zip Code Analysis was used to identify the most precise local labor area for NMSU. The final local labor area met the following two (2) conditions: 1) it includes all counties/county sets where 5% or more of the employees/applicants resided, and 2) when summed, those counties/county sets accounted for at least 78% of the total applicants/employees within the at-issue workforce. Smaller contributing counties/county sets are removed (i.e., trimmed) unless they are necessary to reach 78%. Once trimmed, the weights for the remaining counties/county sets were proportionately increased to reach 100%.
 - B. Reasonable labor area: National.

See the *Zip Code Analysis* report for the counties included in the local labor area.

Note: Zip code analysis results only apply to job groups where populated census data is available.

2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. See the *Internal Availability Analysis* for more detail.

Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights. Weights were never assigned in an effort to hide or reduce problem areas.

Identify Final Availability: Weights were multiplied by the component-specific data to produce

weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.¹

See the *Availability Analysis* for the availability breakdown for each job group.

¹ In most cases, the final availability report (and most other technical reports in this AAP) only includes data/information for females and minorities in the aggregate.

CHAPTER 5: COMPARING INCUMBENCY TO AVAILABILITY
41 C.F.R. § 60-2.15

Once final availability estimates were made for each job group, NMSU compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of 12/31/2020 and that group's final availability.

See the *Comparison of Incumbency to Availability* for the results per job group.

CHAPTER 6: PLACEMENT GOALS
41 C.F.R. § 60-2.16

NMSU has established an annual percentage placement goal whenever it found that minority or female representation within a job group was less than would reasonably be expected given their availability. In each case, the goal was set at the availability figure derived for women and/or minorities, as appropriate for that job group. These goals take into account the availability of basically qualified persons in the relevant labor area. They also take into account anticipated employment opportunities with our organization. **Goals are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work.**

Goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and by creating plans specific to individual units and colleges (see Chapter 9). Selection of finalists will occur only from among qualified applicants. Goals do not require the hiring of a person without a vacancy, the hiring of a person who is less qualified for the position or the selection of a specific gender or minority group. Goals do not include or imply any requirement that NMSU hire a specified number of minorities or women.

Rather, these Goals should serve as a guidepost against which NMSU, a community group, or a compliance agency can measure progress in remedying identified deficiencies in NMSU's workforce. NMSU should be able to meet these Goals by utilizing effective strategies for recruitment and advertising in order to ensure all positions attract an adequate pool of qualified minority and female applicants.

See the *Placement Goals* report for each job group and the *Goals Progress Report* for progress made since the previous AAP.

CHAPTER 7: DESIGNATION OF RESPONSIBILITY
41 C.F.R. § 60-2.17(a)

As part of its efforts to ensure equal employment opportunity to all individuals, NMSU has designated specific responsibilities to certain positions in order to ensure that the AAP is widely represented throughout the NMSU system. To that end, the Chancellor, Main Campus President, the Assistant Vice President for Human Resource Services, the Executive Director for the Office of Institutional Equity, Vice Presidents, Community College Presidents, Provost/ Senior Vice President for Academic Affairs, Deans, Department Heads, Directors, Managers and Supervisors, have undertaken the responsibilities described below.

CHANCELLOR AND PRESIDENT

The primary responsibility and accountability for oversight of the AAP rests with the Chancellor and Main Campus President. They are responsible, through Vice Presidents, Community College Presidents, Deans, Directors, Managers and Supervisors, and in consultation with the Executive Director of the Office of Institutional Equity, for adherence to NMSU's policy of equal employment opportunity and the Affirmative Action Plan. The role of the Chancellor and Main Campus President include, but are not limited to, the following duties:

1. Reporting to the Board of Regents on the employment of faculty, staff and other university personnel.
2. Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring NMSU's AAP.
3. Ensuring that those designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
4. Imparting the personal direction and support that ensures total involvement and commitment to equal employment opportunity programs through the system-wide implementation of NMSU's AAP.

EXECUTIVE DIRECTOR OF THE OFFICE OF INSTITUTIONAL EQUITY

The Executive Director of the Office of Institutional Equity is tasked with administration of the AAP, in collaboration, with Human Resource Services, to ensure that the directives of the Chancellor and President are implemented. The Executive Director of the Office of Institutional Equity's duties include, but are not limited to, the following:

1. Consulting with NMSU's employees, as necessary, to carry out all actions required to meet NMSU's equal employment opportunity and affirmative action commitments.
2. Review, report on, and update NMSU's AAP annually, at a minimum.

3. Ensure that all new employees receive information on NMSU's equal employment opportunity policy during new employee orientation.
4. In conjunction and collaboration with the Assistant Vice President for Human Resource Services, develop, implement, and maintain audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that show a need for remedial action.
5. Analyze applicant flow to determine the demographic make-up of NMSU applicants for employment.
6. Implement strategies to monitor that Colleges and units place recruitment advertising in advertising sources most likely to be viewed by minorities and females.
7. Advise management of the need for modification and development of NMSU's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
8. Conduct periodic audits to ensure all required posters advertising NMSU's equal employment opportunity policies and AAP are displayed, and that NMSU's equal employment opportunity and AAP policies are being thoroughly communicated throughout the NMSU system.
9. Assist in review and revision of all policies, procedures, and rules to ensure they do not violate federal or state laws or applicable regulations.
10. Collaborate with Colleges and Units to create an annual plan, specifically to address their individualized goals.
11. Review College and Unit plans and make plans available upon request.
12. Collaborate with Colleges and Units to review and report on progress towards their individualized goals.

ASSISTANT VICE PRESIDENT FOR HUMAN RESOURCE SERVICES

The Assistant Vice President for Human Resource Services is responsible for collaborating with OIE on implementation and audit of the AAP. The Assistant Vice President for Human Resource Services' responsibilities include, but are not limited to, the following:

1. Ensure that NMSU applicant materials and new employee orientation adheres to the stated policy of equal employment opportunity.
2. Collaborate with OIE on the annual review and update of the AAP.

3. Participate in periodic discussions with NMSU stakeholders to ensure AAP and equal employment opportunity policies are being followed.
4. Ensure the review of qualifications and salaries of all NMSU employees to ensure equal opportunity, based on job-related employment practices, is given to all for internal transfers, hires and promotions.
5. In conjunction with the Executive Director of the Office of Institutional Equity, conduct periodic audits of:
 - a. training programs and hiring and promotion patterns to remove any impediments to the attainment of AAP goals and objectives;
 - b. facilities to ensure they are maintained for the use and benefit of all employees and practically integrated both in policy and practice, and;
 - c. sponsor educational, training, recreational, and social activities and ensure that all employees are encouraged to participate in accordance with policies on non-discrimination.
6. Review all job descriptions and qualifications to ensure they are free of all prohibited discriminatory provisions and any artificial barriers. Ensure that all job requirements are job-related, specific to the job being performed, and reflect the actual requirements and essential skills of the position.

VICE PRESIDENTS, COMMUNITY COLLEGE PRESIDENTS, PROVOST/ SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS, DEANS, DEPARTMENT HEADS, DIRECTORS, MANAGERS AND SUPERVISORS

Through direct day-to-day contact with NMSU's employees; Vice Presidents, Community College Presidents, Provost/ Senior Vice President for Academic Affairs Deans, Department Heads, Directors, Managers and Supervisors assume certain responsibilities to help NMSU ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to, the following:

1. Aggressive adherence to NMSU's equal employment opportunity and affirmative action policy.
2. Development of individualized plans for their Colleges and Departments, which are in direct support of successful implementation of this AAP.
3. Assignment of employees to jobs with increased levels of responsibility that have the potential to grow employee capacity and lead to AAP Goal attainment.
4. Ensure that all hiring committees, interviews, offers of employment and/or wage commitments are consistent with NMSU's policy.

5. Encourage and support internal promotion and transfer of employees in the NMSU system consistent with AAP Goals.
6. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action Goals.
7. Initiate, approve, and oversee activities affecting equal employment opportunity, such as recruiting, hiring and promoting.
8. Create an annual plan to address underutilization, which may include targeted posting to achieve Affirmative Action goals. (*Pursuant to ARP 6.01 and AAP*)
9. Provide annually a written report of all efforts taken by the College/Unit in furtherance of this individualized annual plan to address underutilization.
10. Ensure all documentation regarding any and all efforts under NMSU's AAP is maintained in accordance with all applicable policies and procedures.

INTERNAL HIRING PROCESSES

The recruitment and candidate selection process is decentralized at New Mexico State University. The below listed policies apply to Hiring, Promotion, and Reclassification. Employment Services developed several processing tools in order to ensure compliance with these policies. Those tools can be found at <http://hr.nmsu.edu/toolkits/>.

CHAPTER 8: IDENTIFICATION OF PROBLEM AREAS
41 C.F.R. § 60-2.17(b)

Terminology

The phrases “comparison of incumbency to availability,” and “problem area” appearing in this chapter are terms NMSU is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although NMSU will use the terms in good faith in connection with its AAP, such use does not necessarily signify the University agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives. Whenever the term “goal” is used, it is expressly intended that it “should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin,” as stated in Title 41 Code of Federal Regulations, Part 60-2.16 (C).

In addition to comparing incumbency to availability within job groups, NMSU has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). NMSU will continue to monitor and update these studies during each AAP year. In each case where potential problem areas have been identified, *affirmative action*, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this AAP.

Goals are established within each of the job groups at no less than the current availability data for the job group.

41 C.F.R. § 60-2.17(b)(1): Workforce by Organizational Unit and Job Group

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the *Workforce analysis*.

An analysis of minority and female utilization within each job group was accomplished by a thorough investigation of the *Comparison of Incumbency to Availability* reports.

41 C.F.R. § 60-2.17(b)(2): Personnel Activity

Applicant flow, hires, promotions, and terminations were analyzed by job group. An analysis of selection disparities in personnel activity between men/women and whites/minorities was accomplished by a thorough examination of transaction data. See the *Summary of Personnel Transactions Report* for each job group.

41 C.F.R. § 60-2.17(b)(3): Compensation Systems

Compensation analyses were conducted by comparing the salaries for men v. women, and whites

v. minorities in each job group.

CHAPTER 9: ACTION-ORIENTED PROGRAMS

41 C.F.R. § 60-2.17(c)

NMSU tailors its action-oriented programs each year to ensure they are specific to the problem identified.

Action-Oriented Program:

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be carried-out throughout the AAP year. Vice Presidents, Community College Presidents, Provost/ Senior Vice President for Academic Affairs Deans, Department Heads, Directors, Managers and Supervisors, in consultation with the Executive Director of the Office of Institutional Equity, and through collaboration with Human Resource Services, will be responsible in ensuring that the following are implemented.

Recruitment:

1. NMSU will place external advertisements for job opportunities requiring external recruitment.
2. Due to the extensive technical education and experience required for some positions, NMSU will also place job opportunity announcements on the NMSU website, in local and regional newspapers, trade publications, and extensively via social media outlets targeting the desired applicant pool.
3. All job postings and advertisement will state one of the Equal Employment Opportunity clauses found at <https://equity.nmsu.edu/affirmative-action/underutilization/> and <https://hr.nmsu.edu/toolkits/reg-faculty/#posting>.
4. Minority and female applicants will be equally considered for all positions for which they are qualified.
5. NMSU has developed a resource page to help managers, supervisors and HR Liaisons with the hiring process. Specific information, guidelines, and forms specific to all aspects of the hiring process are available on this page located at <http://hr.nmsu.edu/toolkits/>. Human Resource Services is always available to assist Colleges and Units with processes and procedures.

Position Management:

Position descriptions, which accurately reflect position functions, and are consistent for the same position from one location to another should be developed. These position descriptions should be audited periodically to ensure that the description continues to match the job being performed.

Job position or worker specifications will be periodically audited by HRS to ensure that they do contain academic, experience, and skill requirements that do not constitute inadvertent

discrimination in violation of policy and law.

Approved position specifications and worker specifications are available to those involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources. Classification descriptions can be found in PeopleAdmin, the system used by NMSU to manage applicant and employee documents. Current classification descriptions can be obtained at <https://jobs.nmsu.edu/hr>.

NMSU will use worker specifications that include job-related criteria. A position description may be customized to include specific duties associated with a job. Job postings may also include preferred qualifications. Specific duties are important in order to allow the candidate/employee to better understand his/her individual job duties and responsibilities.

NMSU will continue to carefully select, train and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate implicit and explicit bias in personnel actions.

Job Advancement/Job Search:

1. NMSU will continue to post or announce job opportunities. NMSU's Job Posting Policy System requires postings of all positions up to the Senior Management level. <http://hr.nmsu.edu/jobs/>.
2. NMSU will continue to make use of the inventory of current employee skills, when completed, to determine academic, skill, and experience level of individual employees.
3. NMSU will continue to use a formal employee evaluation program. Evaluation and Performance Management is used for annual review for all employees and available at <http://hr.nmsu.edu/evaluations>.
4. NMSU will continue to work with all organizations concerned with equal employment opportunity for minorities and women. Presently implemented are the following employee programs:
 - a. Tuition Waiver for Employee: NMSU encourages employees to engage in life-long learning to enhance their careers. Therefore, a tuition waiver program is available for eligible employees. <http://benefits.nmsu.edu/educational/empl-and-spouse/>.
 - b. Adult Basic Education (ABE): ABE instructional programs and classes include basic literacy, English as a second language (at various levels), EL/Civics, GED®, (high school equivalency diploma), college preparation, U.S. citizenship, computer literacy, and work readiness. Practical living skills, employment and training, and student success principles are also emphasized throughout the ABE curriculum. Student support services include basic skills assessments, student orientations, self-paced studies, advising and referral services, student success skills, tutoring on an individual and small-group basis, and assistance with college transition.

- c. The Center for Learning & Professional Development (CLPD): CLPD is the central training department for NMSU faculty and staff. CLPD offers training in administrative systems and processes, employee development, supervisor and leadership development, policies and procedures, and institutional compliance. CLPD supports the mission of NMSU by orienting, training, and developing University employees to increase knowledge, improve skills, and develop essential competencies needed to foster employee advancement, organizational efficiency, productivity, and demonstrated excellence.
- d. Diversity Council/Committee: The Diversity Council examines structural issues and policies to provide advice to the NMSU Main Campus President relating to discrimination, diversity and inclusion throughout the NMSU system. The Diversity Council provides informed advice on equity and access, as well as actively participates in NMSU processes to assist in the development, assessment and achievement of diversity goals.
- e. PeopleAdmin Implemented by NMSU, this system automates and streamlines the hiring process; improves applicant/candidate communication; efficiently manages position descriptions; and develops compliant and defensible audit trails to defend talent management decisions.
- f. Staff Outreach: All Human Resource Services and Institutional Equity staff are available to university departments as resources and for consultation.
- g. Search Committee Orientation Sessions are provided to inform committee members of NMSU policies and procedures and EEO/AA regulations as positions are being filled. Guidance on the development of the position criteria, recruitment efforts, screening of applications, interview techniques and selection procedures is provided.
- h. Employee Recognition Program Policy: NMSU recognizes the most important and valuable asset any university has is its employees. This policy was established to recognize those who demonstrate the professionalism and behaviors consistent with the mission of NMSU and to celebrate achievements that have an exceptional impact on the university.
- i. NMSU Teaching Academy: The mission of the NMSU Teaching Academy is to provide robust professional development to educators in teaching, scholarly writing, diversity, and career enhancement.
- j. NMSU Leads 2025 Plan: This is the strategic five-year plan of the Chancellor and Main Campus President. Leads 2025 specifically incorporates diversity and inclusion as part of the goal of building a robust university system.

- i. GOAL 4 - Build a Robust University System. NMSU seeks to improve the University System, across the board, for faculty, staff, students, alumni, donors, stakeholders, and prospective students and their families. Cooperation throughout the NMSU system will be exemplary for university systems across the nation through efficient, effective, and empowering operations that align with our strategic goals.
- ii. Objective 4.1: Be a recognized leader in valuing the inclusion of diverse participants and in recognizing diversity as an asset among minority-serving, land-grant, and space-grant institutions
- iii. **Key Performance Indicators**
 - 1. KPI 8 Personnel Assets (satisfaction, compensation, productivity, excellence)
 - 2. KPI 9 Resource development
 - 3. KPI 10 Budget alignment and productivity
 - 4. Leading Indicators - For each level, demographic, market segment, and discipline:
 - a. Leadership development activities
 - b. Diversity and inclusion
 - c. Business process transaction completion times (e.g. hiring, procurement, travel)
 - d. IT development and implementation cycle times
 - e. Compliance training
 - f. Adverse events and findings
 - g. Employee satisfaction
 - h. Performance evaluation
 - i. Wage equity
 - j. Total compensation
 - k. Turnover rates

CHAPTER 10: INTERNAL AUDIT AND REPORTING
41 C.F.R. § 60-2.17(d)

Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record keeping systems on applicants, employees, and components of the AAP itself. Periodic reports from supervisors, department managers, the Assistant Vice President for Human Resource Services, the Executive Director of the Office of Institutional Equity and other relevant persons are required to document progress on the AAP and determine next steps.

NMSU must be able to assess, through our records, the results of past actions, trends, the appropriateness of goals and objectives, the appropriateness and relevancy of identified solutions to problems, and the adequacy of the AAP as a whole. In addition, a further objective is to identify proper corrective actions to take.

After feedback to managers, supervisors, and staff, reallocation of resources, modifications to plans, and possibly changes to the record keeping system itself, NMSU is able to appropriately recognize individual achievements, as well as implement sanctions for any discriminatory acts. When deficiencies are identified, appropriate corrective action will be implemented.

Records maintained by NMSU are used as the basis for updating the affirmative action plan, including revising the availability data and establishing annual numerical goals. The internal audit and reporting system is used as the basis for evaluating systemic, results-oriented programs and affirmative action efforts.

The NMSU auditing and reporting system periodically measures the effectiveness of its total affirmative action program. The Assistant Vice President for Human Resource Services and the Executive Director of the Office of Institutional Equity will:

1. Monitor records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;
2. Require internal reporting on an annual basis as to the degree to which equal employment opportunity and organizational objectives are attained;
3. Review AAP report results with all levels of management; and
4. Advise top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

NEW MEXICO STATE UNIVERSITY

**PART II: AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND
INDIVIDUALS WITH DISABILITIES**

FOR

01/01/2021-12/31/2021

PART II

AAP FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

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CHAPTER A: POLICY STATEMENT
41 C.F.R. §§ 60-300.44(a); 60-741.44(a)

It is the policy of NMSU that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, status as a protected veteran or individual with a disability at all levels of employment, including the executive level. NMSU does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, NMSU is committed to a policy of taking affirmative action to employ and advance in employment, qualified protected veteran employees. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. NMSU will make every effort to provide reasonable accommodation for any individuals with physical and mental limitations, as well as individuals with disabilities and disabled veterans.

Employees and applicants shall not be subjected to retaliation, harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws, including the following activities:

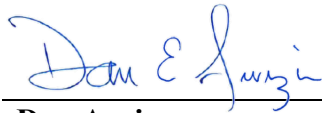
1. Filing a complaint;
2. Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;
3. Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
4. Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

NMSU's obligation in this area stems not only from adherence to various state and federal regulations, but also from a commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, color, national origin, sex, age, status as a

protected veteran or an individual with disability. NMSU's EEO policy and *Affirmative Action Plan* obligations have the full support of Chancellor Dan Arvizu and President John Floros.

NMSU will continuously design and implement audit and reporting systems to measure the effectiveness and the compliance of the AAP, identify the need for remedial actions, determine if Goals are reached, and determine if opportunities to participate in NMSU-sponsored activities were extended to all employees and applicants.

If you have any questions regarding our equal employment opportunity policies or complaint procedure, you may contact the Office of Institutional Equity. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with the Office of Institutional Equity.



Dan Arvizu
Chancellor
New Mexico State University System

November 3, 2021